



Department of Technology & Information 2005 – 2007 Strategic Plan



Foreword

In July 2001, Delaware's General Assembly and Governor formally instituted the Department of Technology and Information (DTI) as a replacement for the former state agency known as the Office of Information Services (OIS). Delaware's policy-makers embraced the e-Volution Task Force recommendations in the creation of DTI by redefining Delaware's Technology management for the 21st century. DTI was given the responsibility to build a new organization with a true customer service culture and a spirit of collaboration that fosters centralized technology leadership statewide.

Since its formation, DTI has clearly established a new direction that has focused on strong relationships with our stakeholder groups and service-oriented leadership in technology. DTI's team of the "best and the brightest" has solidly proven its ability to bring projects in on time and under budget. DTI continues to work to build a business smart IT organization and an IT smart business organization.

DTI's progress and success has been recognized on the national level starting with the receipt of the 2003 Accenture and MIT Digital Government Innovator Award. In the fall of 2004, the Center for Digital Government recognized the State of Delaware's website as one of the top 5 in the country. This is particularly significant since as recently as 4-5 years ago, Delaware's portal was ranked 39th nationally. DTI's Chief Information Officer, Thomas Jarrett, was elected President of the National Association of State Chief Information Officers in September 2004.

With this solid foundation in place, it is time for DTI to chart a more detailed future course. The implementation of a strategic plan requires sustained support from our customers and our stakeholders, particularly the Legislature. As our customer agencies and organizations strive to meet Governor Minner's goals of a new era in opportunity in education, our economy, and the environment; technology plays an ever greater role. DTI is already stepping up to the challenge with statewide projects like COTS (Courts Organized to Serve), the upgraded PeopleSoft payroll system (PHRST), and the next generation 800 MHz system for our first responders. DTI's best and brightest stand ready to serve as key members of statewide technology design and deployment teams.



Secretary Thomas M. Jarrett
Chief Information Officer

While it sometimes seems like just yesterday, we have actually spent three years together as the “new” DTI. Our charge was to build a new organization, with a new customer service culture and spirit of collaboration that fosters centralized IT leadership from an enterprise perspective.

Perhaps nothing is more indicative of our success as an organization than the increasingly more numerous and more complex technology projects currently underway or waiting for our guidance and leadership. With this solid foundation in place, we can now focus on improving the way we deliver services for our customers. The initial task force recommendations provided the compass for DTI’s direction in our early years and it is now time for us to chart a more detailed course.

Rather than hire a vendor to write a plan for us, we decided to build it ourselves using an inclusive approach that gave both our employees and our stakeholders a voice in the process. Our objective in building this plan was to keep it simple and useful. This strategic plan reflects our Vision, Mission and Values, and will enable us to set priorities and strategically allocate our resources at a time of great change in state government. Neither the Goals nor the Strategies are in priority order — nor are they weighted — they are, rather, inter-related. Taken together, they will allow us to chart a course to achieve our agency’s aspirations. The goals challenge us to be rigorous and objective in our evaluation of our programs of teaching and research, to be creative and aggressive in our recruitment of employees of the highest caliber, to be sensitive and responsive to the State’s needs, to be unapologetic about our commitment to excellence in all that we do, and — above all — to be able to make the hard decisions necessary to achieve the vision we share for our state.

The most challenging aspect of the DTI strategic plan is that we must continue current operations that include providing mission critical services, while simultaneously reengineering and improving its most fundamental underpinnings. Each of our Team Leaders is charged with developing unit-specific operational plans that complement and advance DTI Goals, to include measurable outcomes which will enable us to assess our progress. These plans will provide the more tactical approaches to achieving our goals.

To make “Excellence in Delaware State Government” a reality we must demand much of ourselves. We cannot be content to simply be a good agency. We, as the DTI team, desire to be “models of excellence” in all that we do.

Again, my deep thanks to all who participated in this process. I look forward to continuing to work with you as, together; we further develop, refine and, as necessary, alter over time, this Strategic Plan. As we publish this strategic plan, I am more confident than ever that we at DTI can meet the high expectations of Delaware’s citizens.

A handwritten signature in blue ink, appearing to read "T. Jarrett", with a stylized flourish at the end.